

## Fielding and Stationing

**Continuum of Change.** In 2020, Current - to - Future Force transformation is framed within the context of constant change management. The programming, synchronization and management of change enable the Army to modernize while maintaining military superiority across the full spectrum of military operations. As Future Forces that are strategically responsive and dominant are fielded, new technologies are also provided to Current Forces to enhance their capabilities. Battle Command Interoperability between Current and Future Forces enables them to train and fight together. Modernization is a continuous, fully integrated process.

- Transformation initially focused on Current Force modernization to improve capabilities by rebuilding and upgrading existing systems and on the Total Package Fielding (TPF) of new single systems. Spiral development facilitates insertion of new technologies as they occur, before completion of the total acquisition process. Rapid fielding and quick equipping accelerates procurement of “good enough” equipment providing capabilities that can be immediately used, even if items don’t have the full capability of the final products envisioned.
- The Unit Set Fielding (USF) process synchronizes fielding multiple systems. In 2020, further modernization of Current Forces, establishment of six Stryker Brigade Combat Teams (SBCTs) and the forming of 16 Future Force Units of Action (UAs) have been accomplished through USF. USF is the standard process for fielding and transformation to the Future Force is executed through USF. Although TPF has not been eliminated, USF has priority as the preferred fielding methodology and it is utilized when possible. In 2020, USF plans and schedules for transforming all 33 AC brigades to Future Force units are established.
- Fielding programs are established for the modernization of remaining units and systems throughout the Total Force, to include transforming National Guard and Reserve units to Future Force UA capabilities, while operational readiness of the Total Force is maintained.

**Holistic Unit Set Fielding.** USF is characterized by multiple system fieldings occurring during a specific time in order to streamline fielding processes and schedules. All new materiel -- to include weapons, sensors, networks, platforms, soldier equipment, and corresponding Training Aids, Simulators, and Simulations (TADSS) are fielded together as a set. In addition, Doctrine, Organizations, Training, Materiel, Leadership and Education, Personnel and Facilities (DOTMLPF) requirements are integrated into the USF process to reduce the readiness impact of receiving new materiel and training. The result is a modernization strategy that not only provides new equipment, but also delivers a

total organizational warfighting capability. In 2020, holistic USF integrates testing, materiel, training, manning, readiness and stationing.

- **Testing:** Experimentation and analysis were especially important while generating the 1<sup>st</sup> UA, which included post-Milestone B development and testing of the Future Combat System (FCS) and complementary systems. Users worked with developers to identify and correct design flaws and refine DOTMLPF considerations, thereby reducing product, schedule and cost risks. UA (Increment I) threshold capabilities were attained in 2010, with full operational capability met in 2012. The USF pace then accelerated. In 2020, two UAs are fielded each year. Analysis, experimentation and testing enables spiral development to systematically insert technology upgrades.
- **Materiel:** USF emphasizes maximizing Fielding Effectiveness, Institutional Effectiveness and a Campaign Quality force while minimizing cost.

Preparations begin years before fielding actually begins. During that period, integrated requirements are captured in the POM. Installation infrastructure and training support funding requirements are synchronized with the fielding schedule to complete Project Review Board, Design / Environmental Impact studies, construction and facility set up requirements before fielding begins. Infrastructure overhaul is minimized, in close coordination with IMA. DOTMLPF issues are included. Personnel resources are identified and secured. Requirements for the Army Training Support System (TSS), to include Training Aids, Devices, Simulators and Simulations (TADSS) are identified and developed. Ranges, digital classrooms and equipment storage areas are established. Testing is completed. Training and sustainment plans are completed. The organizational structure is finalized and the infrastructure needed is in place before the set is delivered to the unit. Effective materiel disposition procedures ensure equipment displaced, replaced or excess is brought to specified maintenance standards and transferred to appropriate agencies in an efficient manner.

Delivering new equipment and conducting New Equipment Training is then conducted, followed by collective training to Full Operational Capability (FOC) and validation of combat readiness in a Certification Exercise (CERTX). Emphasis is on maximizing fielding effectiveness by enabling units to focus on training.

Software blocking is fully integrated with the USF process. System of System and software developments, upgrades and delivery schedules are synchronized. Each block of software provides an integrated capability of multi-system software for achieving functional interoperability and commonality, and a vehicle for inserting new innovations in information technology. Appropriate linkages to higher headquarters elements and organizations are assured.

- **Training:** Institutional Training Base utilization and effectiveness is maximized. TRADOC accesses and produces the requisite numbers of MOS qualified soldiers and leaders for each fielding unit prior to it beginning to organize, equip and train in its new organizational structure. The time spent in institutional training sets the conditions for manning the force and is not part of the Unit Manning Cycle. TRADOC and AMC provide the training required to bring soldiers and leaders to standard on equipment and Crew / Section level collective training. TRADOC supports the conduct of multi-echelon Collective training to FOC. Training culminates with a CERTEX at a CTC. This may include TRADOC producing and providing FORSCOM a C2 readiness level trained unit. TRADOC concurrently conducts Professional Military Education and Assignment Oriented Training to provide soldiers to sustain UAs, SBCTs and Current Forces. Distance Learning programs allow soldiers to remain current in needed skills without absence from their unit.
- **Manning:** Unit Manning is institutionalized, fully integrated and synchronized with USF plans and schedules. A transforming unit is initially Lifecycle manned and transitions to Cyclic Regeneration for sustainment. The transformation Unit Manning Cycle begins at the USF E-date. Soldiers and leaders are stabilized to ensure they remain with their unit until conclusion of the full unit cycle. Personnel management policies are unit oriented and programmed absences for training and leader development are minimized. Reenlistments and service terminations are synchronized to the unit cycle. Periodic replacements backfill unprogrammed losses – typically less than 10%. Transition to the more sustainable cyclic regeneration begins by selectively programming small percentages of losses to occur after 24 and 36 months from E-date. Additionally, at the end of each stabilized tour, soldiers will be offered the option to remain with the unit for subsequent stabilized periods consistent with unit authorizations and their professional development requirements.
- **Readiness:** Total Force readiness during transformation is maintained through the continued modernization of Current Forces while Future Forces are being fielded. Current Forces guarantee near-term readiness during transformation by incorporating new technologies and capabilities and by preparing leaders and soldiers for non-contiguous operations in a joint, networked environment. New digital technologies and knowledge management systems are routinely inserted into Current Forces. Reserve Component Forces maintain capabilities compatible with the units they support through cascading of equipment from the Active Component. Current warfighting capabilities are maintained while future capabilities are enhanced. A robust mix of capabilities is maintained by the sequencing of transforming to UAs. Ranger, Special Forces Groups and the Stryker, “Forced Entry” and “Win Decisively” Forces are maintained in an operationally ready status while the remaining Brigades are sequentially transformed to UAs.

- **Fielded Unit Readiness.** The USF process of integrating and synchronizing the fielding of multiple systems during a condensed fielding window minimizes the impact on the fielding unit's readiness posture. USF processes have been refined to enhance readiness. Efficient fielding plans and timelines minimize the time one unit's readiness level is degraded because of fielding. The fielded unit is isolated from distractions and other non-fielding related responsibilities so it can focus on and accelerate the process.
- **Overall Force Readiness.** Overall fielding schedules are designed to minimize the impact on Total Force readiness. To maintain the maximum number of operationally available units, a Current Force unit remains employed until immediately before a newly formed Future Force UA completes its fielding, thereby reducing readiness risks. The fielding tempo of 2 UAs per year does not adversely impact on the Total Force's operational capabilities. Fielding methodologies maximize time available for employment after completing the CERTEX. A unit is capable of deployment and employment in a joint environment immediately after completing the USF cycle and USF plans and schedules are coordinated with Total Force unit rotation plans. Schedules are synchronized to enable a unit to be integrated into the unit rotation program immediately upon completion of fielding.
- Overall force readiness is enhanced by the fielding of UAs because more units with comparable capabilities are formed from the same force structure. Five UAs will be formed from the force structure of three current force brigades. In 2020 there will be 16 UAs and 23 brigades, for a total of 39 maneuver units – as opposed to the 33 Active Component brigades in the force today.
- **Stationing:** Future Force stationing ensures strategic operational availability. Interdependence with other services, to include some Joint basing, enhanced training and readiness. Future Force stationing criteria focus on deployability, lethality, and sustainability.
  - **Deployability.** UAs/UEs have access to a combination of military and/or civilian road networks; air, rail, and sea deployment platforms that collectively provide required capability to facilitate JIM operations. Pre-positioned stocks facilitate deployability.
  - **Lethality.** UA/UEs, regardless of home station, can train with any other UA/UE or JIM force globally. Installations have implemented Integrated Training Area Management (ITAM) and The Army Sustainable Range Program (SRP) to effectively manage and sustain Army training land and ranges in order to protect training resources and mitigate training-related impact on the environment.

- Sustainability. State-of-the-art sustainment facilities support Future Force UA/UE stationing requirements. Sustainability of an Objective Force UA/UE focuses on three critical characteristics: installation, information, and infrastructure (I3), ground and air vehicle sustainment, and HR well-being.

In addition to the criteria above, stationing the first UA also required a location with sufficient Testing, Experimentation and Evaluation (TE&E) facilities and infrastructure to support SDD.

### **Institutionalization of USF Supporting Processes:**

- Army regulations, policy statements, procedures and publications pertaining to fielding Systems of Systems are revised in order to institutionalize USF processes for both current and future forces.
- As the lead for the USF management process, HQDA G8 publishes a directive that integrates and synchronizes the planning, preparation and execution of USF. The directive is routinely updated to ensure applicability to both Current Forces and Future Forces. Additional USF plans, documents and forms are minimized. The G8 published Army Modernization Plan describes Army modernization and investment priorities
- ASA (ALT) utilizes a “USF PM” structure to synchronize Systems of Systems acquisition by PEOs and PMs. “Unit Set Synchronization Officers” coordinate USF of multiple systems by systems integrators for specific units.
- AMC coordinates USF logistics support, to include materiel disposition prior to USF, with emphasis on item managers minimizing unit turn-in responsibilities in order to enhance force readiness.
- A comprehensive Lessons Learned program facilitates USF. Collection assets are maximized across the ARSTAF, MACOMs, Center for Army Lessons Learned (CALL) and Analysis, Testing and Experimentation communities to capture both areas of needed improvement and areas that were planned and executed well. Sources are previous fieldings as well as after action reports from current operations. Observations are disseminated, validated and “best practices” are institutionalized in Army regulations.
- The funding process to support USF is integrated across all Program Evaluation Groups, providing optimized resource allocation. A database to capture USF costs is established in order to accurately forecast funding requirements for each of the institutional processes – such as USF Training, USF Manning, USF Equipping and software.
- USF concepts, procedures and processes are promulgated throughout the military training and education system.